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LEADERSHIP PREPARATION IN THE FOUR PRIMARY FEDERAL LAND MANAGEMENT AGENCIES: A PRELIMINARY SURVEY

A report prepared for the Henry P. Kendall Foundation

September, 1998

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* The author, John R. Nordgren, recently graduated from Tufts University's Graduate School of Arts and Sciences with an M.A. in Environmental Policy. This report was prepared for the Henry P. Kendall Foundation during the summer of 1998. It is based largely upon numerous interviews that were conducted over a three month period. The author owes a debt of gratitude to the many federal employees and others who were gracious enough to share their time and considerable knowledge on the subject at hand, and without whom this report would not have been possible. Appendix 7 list the names and phone numbers of contacts and interviewees.

I. Introduction

This past summer the Henry P. Kendall Foundation conducted a survey of the leadership development programs that are presently utilized by the nation's four primary public land management agencies to prepare leaders for the future. The report that you hold in your hands encompasses what we believe to be the most comprehensive, yet succinct, summary of the programs that are presently being used by the Bureau of Land Management (BLM), the United States Forest Service (USFS), the U.S. Fish and Wildlife Service (USFWS) and the National Park Service (NPS). We focused on these agencies because together they are responsible for the resource management decisions that are made on roughly 95% of the nation's public lands, or about 640 million acres of mostly-wild, wide open space.[1] We also reviewed the leadership training programs offered by the Department of Interior (DOI), and the US Department of Agriculture (USDA), as well as the Federal Executive Institute (FEI).

At the outset we knew that each of these agencies provided their employees with the opportunity to develop their skills through technical training programs. Our primary interest for this study was focused on leadership development because it was our initial belief that this was not done to the same degree as technical training. However, when we looked at leadership development, we found that of the four agencies chosen for this study, only one, the BLM, does not currently provide some form of a program for middle to upper-level managers. And the BLM is currently developing a new, comprehensive program to fill this gap in training.

This agency-specific training is further augmented by department level leadership training: both the Department of the Interior (DOI), which oversees the BLM, USFWS and the NPS, and the USDA, which oversees the USFS, have their own leadership development and SES candidate development programs. In addition to this array of programs the agencies all have at their disposal the programs that are offered by the Federal Executive Institute (FEI). The FEI offers a considerable repertoire of training for senior executives and promising GS-15 level managers to the entire federal government. These programs stress leadership development and operate in an inter-agency setting, providing a combined, inter-agency training program to all administrative agencies. In short, there is a lot of activity in this area.

The question is whether or not this array of training opportunities is sufficient to

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[1]A breakdown of the total land area managed by each of these agencies is attached as Appendix 1.

meet the future needs of these agencies. This, of course leads to many other questions, some of which we will put to you, the reader. We hope that this study will come to represent the beginning of a dialogue, not the end of an investigation. Our survey of these programs was a simple fact-finding mission. We did not attempt to analyze or rate them qualitatively. We do not presume to judge the training that is available, only to facilitate a dialogue that will begin to consider the need, and the opportunity, for a leadership development program theat will fill any gaps that might presently exist.

Questions for Discussion:

As you read through these pages we ask that you consider the following questions with respect to each of the programs that are described.

Thinking about each agency

- What are some of the unmet needs of the agency? How will these evolve in the coming decades?
- What new challenges will be placed in the path of the future leaders of the agency?
- Will the programs currently in place effectively prepare the agency's future leaders to meet these challenges? If not, where are the gaps in the present array of leadership development programs?
- Are the leadership development programs that are currently available to the agencies providing the quality of training and development opportunities that the future leaders of these agencies require?
- Are these programs fully utilized by the agencies?

Thinking about leadership preparation generally:

- What kind of training will best prepare the agency's leaders to meet the challenges of the future successfully? What are the characteristics of an effective leadership development program? What topics should be covered by this training?
- How important is an experiential component to leadership development?
- What types of experiences should be provided? How long should they be?
- What benefits can be derived from a residential setting for training seminars? How long must the seminars be?

- What is the best mechanism for an agency to select promising candidates for leadership development programs?

II. The Selection and Development of Executives in the Four Primary Federal Land Management Agencies

A. The Bureau of Land Management

Background

The BLM has weathered an enormous change in its structure and organization since the Clinton Administration took office. With that restructuring there has been a massive turnover in upper-level personnel, including a nearly wholesale replacement of senior managers and executives. For example:

- The BLM has had six directors in the past six years.
- Most State Directors have been replaced in that time at least once.
- All Assistant Directors have changed in that time at least once.
- All Associate State Directors except for two have changed at least once.
- All Deputy Assistant Directors have changed at least once.

According to one Bureau official, this disruption has seriously affected the Bureau's ability to select and develop new leaders. The training that the BLM had previously offered to promising upper-level managers to prepare them for the Senior Executive Service (SES) was discontinued in 1994. By 1996 virtually all management and leadership training had ceased. The Bureau has partially compensated for this deficiency by sending many of its GS-15s and SES members to the Federal Executive Institute (FEI). The reasons given for the elimination of these programs include the present administration's "reinvention" effort, which has emphasized a flattening of the Bureau's organizational structure, and severe budget and staff reductions. (The Bureau's budget was slashed by the 104th Congress. This contributed to a staff reduction from roughly 12,000 employees to about 9,000 employees.)

Implementing a New Leadership Preparation Program

The BLM is presently organizing a new career training and development program based on the National Park Service's model of ongoing evaluation and competency training. The program will include an evaluation and development component for all employees from the day they are hired and lasting throughout their careers. A subset of this program is focused on developing GS-13/15 level managers who are believed to be destined for the SES. This proposal was approved by the Director of the BLM in August, 1998. The orientation component will be offered beginning in January, 1999 and the leadership and management

training component may be offered as early as March of 1999. Course curricula and other details are currently being developed at the Bureau's National Training Center in Phoenix, Arizona.

The primary component of the proposed program is comprised of three parts:

1. An initial orientation to the BLM;
2. "Foundations" training (the content of which is to be determined), and;
3. Team skills training.

Executive Leadership Preparation

The second portion of the program focuses on the development of leadership skills and knowledge through the use of a "leadership assessment tool." The form this will take is unclear. However, the intent is to identify gaps in each manager's experience and training and to address them over time. The specifics, in terms of how these needed skills will be developed, have yet to be determined. However, the means to be used for the assessment of leadership "competencies" are based on the Office of Personnel Management's 27 Core Competencies[2], which are divided into three levels of achievement (Basic Knowledge, Working Knowledge and Advanced Knowledge[3]).

The executive leadership development component of the proposal would require supervisors, managers and executives to "routinely" subject themselves to no-risk assessments based on the OPM's Executive Core Qualifications.[4] Each individual's assessment would be subject to review by "their peers, supervisors, subordinates and customers." Ultimately, the results would be used to guide the future development of each employee through their career for the required qualities that are sought for entry into the SES. This program is not intended as a replacement for the SES development training that the Bureau currently uses at the FEI. Instead, it is intended as a general supplement to the FEI's programs that will put greater focus on regional challenges and Bureau-specific issues.

B. The USDA Forest Service

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[2]A list of the OPM's Core Competencies is attached as Appendix 2.

[3]An explanation of the "knowledge level descriptions" is attached as Appendix 3.

[4]These are the competency requirements set forth by the OPM as requisite for promotion to the SES. The ECQs are listed and explained in Appendix 4.

Background

The USFS's approach to management has traditionally been very decentralized. This has also been the case with respect to the Service's training programs, which were always slightly different for each of the nine regional offices despite the fact that training was driven by the same regulations for the entire agency. This began to change in 1996, when the Agency undertook an effort to centralize its training and development programs. The Service's leadership and management training program has already made this move. This training is now coordinated by the Corporate Training Office in Washington, D.C. Technical training is still mostly done regionally, but will be centrally coordinated and made more uniform in the next few years. Not surprisingly, economic considerations have driven this change.

Management Training and Leadership Development

The Forest Service utilizes various training opportunities for its GS-13 through GS-15-level managers and supervisors, however, only two courses are administered by the agency internally. These are:

1. **Leadership for the New Millennium course.** This course offers instruction in leadership theories and personal leadership styles as well as strategic planning and group dynamics. This is a one-week course.
2. **Management Policy Seminar.** This is a two-week course of instruction in policy formulation and the functions and interrelations of the three branches of the federal government.

Both of these courses are offered to managers at the GS-13 level and above. Selection for all of the management training courses that are available is based on nomination by regional or area directors and subsequent acceptance by the Corporate Training Office. Approximately seventy Forest Service employees attend these two courses each year.

In addition to these internal training efforts, a handful of FS employees also attend one of the other programs that are listed in the annual nomination letter.[5] There are fourteen external programs that are made available to Service employees, provided they are selected in the manner described above and are accepted, but also depending upon the budget of their respective unit, which has to pay the full tuition.

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[5]A copy of the 1998 nomination letter is attached as Appendix 5. Summaries of all of the external programs offered by the Corporate Training Office are attached as well.

In a typical year the Agency sends three to four students to the John F. Kennedy School of Government at Harvard, which offers two programs: the Program for Senior Executive Fellows (8 weeks, $12,000), and the Program for Senior Managers in Government (3 weeks, $9,000), which are aimed at GS-14/15s and SES members, respectively. One or two FS employees travel to the Yale School of Forestry and Environmental Studies each year. Yale offers a two-week Corporate Environmental Leadership Seminar ($4,500). Each year three or four FS employees also attend either the USDA Graduate School's Executive Potential Program, or the Excellence in Government Fellows Program, which is offered by the Council for Excellence in Government. The FEI's Leadership for a Democratic Society Program (described in the next section) and the Brookings Institute's LEGIS Fellows Program round out the list.

C. The US Fish and Wildlife Service

Background

In 1993 the USFWS began offering courses through its new training facility, the National Conservation Training Center, which is located in Shepardstown, West Virginia. Initially these were technical training courses oriented towards FWS employees only. The Center has since opened up its offerings to other branches of the federal government, local and state government employees, and the private sector – provided they are willing to pay a fee (there is no fee for FWS employees).

The NCTC has grown significantly in the last five years and now offers between 200 to 250 courses annually. In addition to the full-time staff some consultants, staff from other federal agencies, the private sector, and selected universities also teach on a contract basis. Most of these courses are of the technical training variety and enrollment is open. However, a number of courses have been developed to help employees at the GS-12 level and higher develop their ECQs. Some of the courses offered under this section are listed in Appendix 6, attached.

Leadership Preparation at Shepardstown

The NCTC has also instituted a Leadership Development Program, dubbed "The Impact." This program began in 1997. The initial goal for the program was to reach all FWS managers and supervisors at the GS-12 level and higher (approximately 1000 employees total) within the first two years. The program may be discontinued once this goal has been reached.

The Impact is comprised of two residential learning sessions: an initial six day

program followed four to six months later by a 2-3 day session. The cost of attendance to *both* FWS and non-FWS personnel is $3500. At the first session, managers evaluate their own leadership strengths and developmental needs, and then work one-on-one with an instructor to explore ways they can develop a more effective leadership style. Participants then return to their home office for 4-6 months, where they are expected to apply this training to their work before returning for the second session, where they reflect on the experience and reevaluate their skills. Supporting segments of the program include lectures, group exercises, assessment tools and peer review sessions.

D. The National Park Service

Background

In 1994 the National Park Service undertook an effort to remedy perceived shortcomings in its training and development programs as part of its restructuring initiative. To direct this effort the Service formed a special "Training and Development Task Force" whose purpose was to redefine the Service's commitment to training at every level. The Task Force published a report in December of 1994 that articulated a new strategy for the NPS's future training and development programs.[6] This report outlined the goals and objectives of the NPS's training program and devised an Action Plan for implementing its strategy.[7]

A new Supervision, Management and Leadership program was one of the outgrowths of this effort. Initially this program was designed as a one-time, 40-hour seminar for senior managers and superintendents. Selected participants were asked to complete a "Benchmarks" assessment packet which was later used to guide their training on a personal level. This was used to help participants develop a better understanding of their personal leadership skills and perspectives in the context of a series of discussions centered around what are described as "critical leadership issues." The pilot Leadership Seminars were held at "centrally located" sites around the country to minimize travel costs. The purpose of this decentralized training was to expose as many NPS employees as possible, at all grade levels,

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[6]*National Park Service Training and Development Standard Operating Procedures*, December, 1994.

[7]The Task Force's report also made several proposals that addressed the need to coordinate leadership and technical training with other federal land management agencies. None of these proposals have been developed into a formal program to date.

to leadership training. This pilot program lasted for approximately two years and in that time roughly 3500 NPS employees participated.

At the conclusion of the pilot program a permanent leadership training program was installed at the Park Service's Albright Training Center in Arizona. Roughly 400 NPS employees are expected to participate in this program in 1998. In future years this number will drop off to approximately 40-50 participants per year. This program was based on the pilot program initially, but was later expanded to include other leadership training courses. These courses include a specific course for initiating new park superintendents and a Manager's Institute on Public Policy course, which examines the legislative process and the impacts it has on the executive branch of government.

III. Departmental SES Candidate Development Programs: What the DOI and the USDA are Doing to Prepare Leaders for the Future

Each Cabinet-level department has its own SES Candidate Development Program. These are competitive programs that are designed to create candidate pools for SES positions. These programs are different in each department, but they are generally structured to develop in their candidates a mastery of the OPM's five Executive Core Qualifications (See Appendix 4). This is done through both management/leadership training and experiential learning assignments. Through this process candidates are provided the opportunity to develop the leadership skills that they will need to succeed in the SES. However, completion of these programs does not necessarily guarantee a candidate's entry into the SES, it only certifies that the candidate is eligible for promotion. Candidates must still meet the technical requirements for their respective agencies in order to be promoted.

A. The Department of the Interior's SES Candidate Development Program

The Department of Interior's SES *Candidate Development Program* guides candidates through a twelve-month program during which they focus on meeting each of the OPM's Executive Core Qualifications. The program includes a mix of formal courses and seminars and two "developmental assignments" totaling at least four months. This serves to broaden the candidate's experience in jobs outside their own specialty field. Candidates are also required to select a mentor from another department within the agency, or sometimes from another agency, that will help guide their training and provide evaluations of the candidate's development. Each candidate must then complete the following three primary program requirements:

1. **Developmental Assignments**. Two assignments totaling at least four months taken outside of the candidate's bureau or office.
2. **Interagency executive-level training**. A minimum of one 2-week program from one of a variety of public and private sources (ie: FEI, Brookings Institute, etc.).
3. **Departmental Core Seminars.** Three one-week seminars that take place in "residential" locations around the country. Topics focus on departmental expectations for managerial and executive skills.

Selection for the program is based on evaluations of an applicant's potential to meet the five ECQ's. Screening panels are formed on an as-needed basis to perform these evaluations and refer the best qualified applicants to the DOI's Executive Resources Board, which makes final determinations for entry into the program. Upon selection and an initial assessment of the candidate's current competencies, an individualized development plan is devised and a mentor is named.

The Team Leadership Program is aimed at employees at the GS-11 through GS-14 levels. This is a new program; the pilot class will begin training in October, 1998. This is a management development program that will run for 12 months. It is sponsored by the DOI Learning Center, but will be housed at the USFWS's training center in Shepardstown, W.V. Tuition is $4,900 and is paid by the Department, however travel and other expenses are the responsibility of each participant's bureau. This is a "self-nominating program," meaning enrollment is open, but approval is subject to each applicant's supervisor. The curriculum will emphasize team leadership models, ecosystem management, managing organizational change, and oral and written communication as well as topical studies in management and problem solving. The structure of the program is as follows: four one-week seminars; one thirty-day developmental assignment and one sixty-day developmental assignment.

The Department also offers leadership training through various private universities. These seminars are arranged on a contractual basis whenever the Department determines that there is a specific need that is not being met. Past participating institutions have included Carnegie Mellon University, Florida A&M and Haskell Indian Nations University in Kansas. The Departmental Learning Center's in Anchorage, Albuquerque, and Denver also arrange Leadership Seminar modules. Often these are sponsored by private companies that specialize in a particular area, such as human resource management training. One such series that was offered this summer offered the following courses:

1. Supervisor's Role in the 21st Century: Moving from Command and Control to

1. Developmental Assignments. Two assignments totaling at least four months taken outside of the candidate's bureau or office.

2. Interagency executive-level training. A minimum of one 2-week program from one of a variety of public and private sources (the FEI, Brookings Institute, etc.).

3. Departmental Core Seminars. Three one-week seminars that take place in "residential" locations around the country. Topics focus on departmental operations for managerial and executive skills.

Selection for the program is based on evaluations of an applicant's potential to attain the five ECQ's. Screening panels are limited to an ad-hoc basis to preserve them as selection and rater-free qualified applicants to the DOT's Executive Resources Board, which makes final determinations for entry into the program. Upon selection and an initial assessment of the candidate's current competencies, an individualized development plan is developed and a mentor is named.

The Team Leadership Program is open to employees at the GS-11 through GS-14 levels. This is a new program; the pilot class will begin training in October, 1990. This is a management development program that will last for 22 months. It is sponsored by the DOT Learning Center, but will be housed at the FAA's training center in Independence, W. V. Tuition is $4,500 and is paid by the Department, however time and other expenses are the responsibility of each participant's bureau. This is a "self-nominating" program, requiring completion of short, but rigorous, application by each applicant's supervisor. The curriculum will emphasize team leadership models, strategic management, managing organizational change, oral and written communication as well as topical studies in management and problem solving. The structure of the program is as follows: four one-week seminars; one thirty-day developmental assignment and one sixty-day developmental assignment.

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1. Supervisor's Role in the 21st Century: Moving from Command and Control to

Collaboration and Teamwork (1 Day)
2. Positive Leadership - Building Trust (1/2 Day)
3. Positive Leadership - Fostering Empowerment (Focus on Encouragement Feedback) (1/2 Day)
4. Positive Leadership - Fostering Empowerment (Focus on Developmental Feedback) (1/2 Day)
5. Leading in Times of Change (1 Day)
6. Coaching (1 Day)
7. Positive Leadership - Competitiveness and Teamwork (1/2 Day)

Current participation in the SES Candidate Development Program by the four agencies includes three candidates from the BLM, four from the NPS, and two from USFWS. There are a total of 16 candidates currently in the program. Other agencies represented include the US Geological Survey and the Bureau of Reclamation.

B. Executive Training and Leadership Development at the USDA Graduate School

The USDA offers six separate leadership development programs to agency employees. Three of these programs focus on supervisors and managers at the GS-13 level and above: the Congressional Fellowship Program (GS-13 and above), the Executive Potential Program (for GS-13/14s), and the SES Candidate Development Program (for GS-15s/ SES candidates).

The Congressional Fellowship Program (formerly known as the Elmer D. Ball Congressional Fellowship Program) provides participants with the opportunity to work for either 6 or 12 months in congressional offices or with committee staff. Once an applicant has been accepted they are matched with congressional offices or committees to meet a specific need that is negotiated in advance. Each fellow receives a special orientation of two weeks to introduce them to the legislative culture before they are placed in their temporary job assignment. Special seminars are also offered to fellowship recipients on a periodic basis. These cover topical issues as well as more general instruction in congressional operations and the role of the legislative arm of the federal government. This program is available to all USDA bureau mangers at the GS-13 level up to the SES.

The Executive Potential Program represents a one-year commitment, half of which is spent in direct training and half in a developmental work assignment. Before their official training begins each candidate is required to interview at least three (but there is no limit) SES members to learn about their jobs, their backgrounds, and their responsibilities. These interviews are used to help inform each individual's development plan and give them a sense

of the demands that are placed on senior executives. It also serves as a networking opportunity. In addition, participants must complete a three-day "shadowing" assignment, during which they actually follow an SES member, whose job it is to test and evaluate the participant's decision-making and problem-solving skills.

Participants are then assigned to "cluster-groups" to complete Myers-Briggs Type Indicator assessments, which are used by their mentor (usually an SES member chosen by the participant) and program staff to devise their individual development plan. Two 60-day segments of developmental work assignments away from their home agency round out the program requirements. These are designed to provide experience in professional areas outside of an individual's past work experience and to broaden their perspectives as well as develop leadership and managerial skills.

This is a self-nominating program open to GS-13 and 14s that have demonstrated significant executive potential. Nomination requires supervisory approval. The $4,900 tuition is paid by each individual's agency and does not include travel or lodging expenses. Current participation in this program includes two NPS employees, but none from the USFS, FWS or BLM.

The USDA's SES Candidate Development Program consists of a series of seminars that are offered at the USDA Graduate School in Washington D.C. These seminars mirror the five ECQ's (See Appendix 4) and are aimed at existing SES members as well as GS-14 and 15 level employees. These seminars vary in length from two to eleven days and are offered four times each year. The interagency aspect of the program is aimed at meeting the OPM's requirement for SES members to have received 80 hours of interagency training experience. Candidates must request nomination by their respective agency. Selection is determined by the Department's Executive Review Board.

IV. The Federal Executive Institute

The FEI is the federal governments's primary training center for senior executives. The Institute is organized and operated by U.S. Office of Personnel Management (OPM). FEI brings members of the Senior Executive Service (SES) and "high-performance" GS-15 level managers together for residential training programs that concentrate on developing individual leadership and management skills. The residential learning center, located in Charlottesville, Virginia, provides an interagency environment for participants.

Recent participation by the four land management agencies is only available for 1997. Prior to that the Institute has records of the number of participants from each cabinet-

level department only (for example, they keep track of how many candidates the DOI and USDA send, but don't break the numbers down by agency). In 1997 the agencies sent a total of eleven candidates to the FEI (NPS-1; USFWS-2; BLM-8; USFS-0).

The Selection Process

It is the responsibility of each agency to identify candidates for the FEI's programs. These decisions are usually based on both budget considerations and the agency's own assessment of its leadership needs. Candidates that are recommended to the FEI by their department are rarely denied admission. Once an SES candidate has exhibited competence in each of the OPM's Executive Core Qualifications they are eligible for promotion to the SES.

The OPM's Office of Executive Policy and Services (OEPS) coordinates the development of SES candidates and administers programs associated with the selection and management of government executives. Within OEPS is the Qualifications Review Board (QRB). This board is ultimately responsible for selection of senior executives by determining whether they have met each of the OPM's Executive Core Qualifications (ECQ). The FEI is used both to provide this training to promising GS-15s and to further the development of SES members.

The Leadership for a Democratic Society Program (LDS) is the FEI's primary leadership development program. The Institute offers nine of these programs each year. Approximately seventy executives representing 25-30 federal agencies participate in each session. There is considerable competition for slots among the 8,000+ SES and 30,000+ GS-15s in the federal government. This program offers a mix of seminars and workshops to meet the needs of individual participants based on assessments of individual and organizational needs. The focus is on developing executive competencies that distinguish leaders from managers, and are guided by the OPMs Executive Core Qualifications. The LDS program is structured the help executives "develop an understanding of and appreciation for the political, social, economic, environmental and cultural conditions in which they work." Participants are expected to intentionally choose courses in which they have not received prior training. Present courses of instruction within the LDS focus on:

1 - The major problems facing American society and the nature of the Government's response to those problems;
2 - The adequacy of the existing structure of Government in relation to today's problems; and,
3 - The ways in which administration of federal programs can be improved.

In addition to the Leadership for a Democratic Society program, FEIs ongoing program enhancement efforts led to the development of two new initiatives in 1995-96: The *Applied Learning Initiative* and the *Center for Executive Leadership.*

The Applied Learning Initiative consists of two- two-week residential training segments, separated by a three month "intersession." The first two-weeks of seminars focuses on personal leadership skills development. During the intersession participants must apply the skills they are introduced to in the first session to the completion of an Executive Learning Project that is designed to challenge and enhance those skills in the workplace. The second residential segment attempts to synthesize the project experience with skills training that focuses on the organizational leadership theme and ends with an evaluation that is conducted by SES members from within the participant's home agency.

The Center for Executive Leadership (CEL) offers three separate programs. The primary open-enrollment program is offered to interested enrollees that have completed FEI training to further augment their development. These CEL course offerings include the following seminars: Executive Media Skills; Communicating Your Agency's Message; Executive Career Management; Keys to Organizational and Personal Success; Executive Communication Skills; Leading the Process of Change; and Facilitating Government: How to Make things Happen. These sessions last from two to five days and are offered throughout the year.

The CEL also offers **Custom Designed Programs**, which are tailored to meet the needs of specific agencies. Typically, FEI faculty members work together with agency executives to identify key issues and develop effective approaches to dealing with them. Common areas of instruction include personal and organization development and development of ECQ's in the context of issues that are specific to that agency. The FEI's faculty will also work to develop organizational planning and follow up consulting services to assess the effectiveness of the custom training that is provided.

The last program offered by the CEL is a long-term consulting service that provides assistance to teams and agencies facing critical organizational challenges. Faculty members typically visit agency offices to interview and observe employees and managers. Subsequent training sessions are planned according to the demonstrated needs of that specific team or agency. This program gives senior executives experience in intervention strategies, organizational change and long-term institutional planning.

Alumni Perspectives

We undertook a short survey of FEI alumni that revealed an extremely positive perception of the Institute's programs and faculty. Responses were received of current SES and GS-15 level executives in the USFWS, USFS and the BLM. All of them rated their FEI experience as being "excellent."

Not all of our survey respondents were elevated to the SES level following completion of the FEI programs that they participated in, but often this was by choice. One respondent simply did not want to make the move to Washington D.C., which was made a requirement for advancement. Another simply decided, based on his experience at FEI, that a move to the SES was not what he wanted because he had already achieved the proper balance between work, family, and personal interests in his life.

Many of the comments received centered on the residential "immersion" of participants, which is credited with providing participants with the necessary distance from their regular jobs to free up new ways of thinking about the problems that they face at work. A related attribute, the inter-agency experience that is provided by this "immersion," was mentioned the most when alumni were asked to describe the more useful and valuable aspects of the Institute's training. This interaction was described as "eye-opening" and has been credited by at least one alum with helping her to develop a better understanding of the politics and processes of the other federal with which she works.

V. Discussion

Our research indicates that each of the agencies surveyed are cognizant of an institutional need for leadership development. All four land management agencies are either actively engaged in this area or, in the case of the BLM, developing a comprehensive program to meet this need. At the executive development level the departmental programs are in place to serve the needs of the agencies that they oversee. The FEI's programs tend to serve the same audience, however, indicating that there may be a need for greater coordination between these programs.

Participation Levels and Training Budgets

Participation in the executive preparation programs surveyed is largely driven by each agency's perceived need, though it is perhaps tempered by budgetary constraints as well.

Comparing The Four Primary Public Land Management Agencies: FY1998 Budget and Employee Statistics

Agency	*Acres Managed*	*Total Number of Employees*	*Total SES/ Total GS-15*	*FY 1998 Budget*	*Training Budget**
Bureau of Land Management	270 million	9,446	20/95	$1.12 billion	$6 million
U.S. Forest Service	192 million	31,217	?/?	$2.153 billion	?
U.S. Fish and Wildlife Service	90 million	7,668	15/80	$745 million	$650,000
National Park Service	80 million	18,361	30/150	$1.667 billion	$1.6 million

*Some general qualifications regarding the last column of the table above:

1. The BLM number seems disproportionate, actual expenditures are probably not this high.
2. The USFS was unable to provide this information **[I'M STILL WORKING ON THIS]**
3. The NPS number is an educated guess by officials at the Grand Canyon regional office.
4. The FWS officials interviewed provided this number which reflects only that money spent by the Service on leadership training courses. Overall training expenditures could not be determined.

Our attempts to determine the amount of money that is allocated by the agencies for these programs were thwarted because no one seems to know this information. The problem here is that training is not something that is centrally funded. The individual training centers have budgets of their own, but this does not reflect the overall training expenditures because each participant's home office is responsible for paying the tuition and per diem costs associated with a given program. The table provides a comparison of the four agencies' relative land management responsibilities, number of employees, including a breakdown of SES and GS-15s, budget and training expenditures.

Comparing the Agencies

There is no outstanding characteristic in the programs offered by the four agencies that sets one above the other. The fact that the BLM presently has no program of its own is certainly important. However, the program that is currently being developed may also be the most comprehensive of the four agencies, and that will be in place within a year. The NPS and FWS have both committed significant resources in this area in the past few years. However, there is the possibility that the FWS program may be discontinued after it reaches all of the employees currently in the Service, while the NPS has committed to a permanent program. The USFS is a bit of an enigma in this area. The array of programs that are offered by the Corporate Training Office is broad, but participation is scant compared the other agencies. It may be that this training has been traditionally provided to FS employees and that the current training is simply done when a position is open or a need is identified. The Service's own internal program seems limited - only two seminars - and there is no developmental or experiential component to this training.

The FEI and departmental programs are comparable to each other and clearly superior to the agency-level programs in two ways. First, they provide individualized developmental counseling and direction to their trainees. Second, they are committed to an inter-agency format that provides participants with the opportunity to learn from their peers and develop relationships. The departmental programs both also include an experiential component that requires candidates to step outside of their jobs for a period of time and work in another agency or another job. The only inter-agency training that is offered for leadership development is at the senior executive preparation level. None of the mid-level (GS-12 to 14) leadership training that is done by the individual agencies has an interagency component.

ADDENDUM

Some Questions to be Answered

We began this project with many questions, some of which remain. These are listed below along with some questions that arose from our investigation.

Does each agency have a vision, or a plan, for the leaders of the future? Is this articulated in any way?

What do each of the agencies actually spend on leadership development? (NPS estimates a total of 1% of its annual budget (the other agency official were less certain), is this enough?)

Which of the programs are considered the most cost-effective?

What is the reputation of the programs that are available? Is there any way to rank them qualitatively?

What gaps exist in the programs surveyed?

Is there is a need for a forum where mid-level managers can learn about other federal land management agencies and their cultures, policies and processes and develop relationships with the future leaders of those agencies?

Would external funding enhance the opportunity of an inter-agency leadership development program?

Would the agencies avail themselves of an externally controlled program if the cost were reasonable?

Is there a need for a program to provide courses in ecosystem management, at a basic level, to managers and executives?

* * * * *

Conclusions:

To be articulated by the Tuscon Workshop Participants.

Appendix 1

Total Land Area Controlled by the Four Primary Public Land Management Agencies		
Agency	*Acres Managed*	*% of U.S. Land Area*
Bureau of Land Management	270,000,000	11.9
U.S. Forest Service	192,000,000	8.5
U.S. Fish and Wildlife Service	90,000,000	4
National Park Service	80,000,000	3.5
Totals	***632,000,000***	***27.9***
Total of all U.S. Public Lands	726,000,000	31.25
Total U.S.	2,322,787,000	100

Appendix I

Agency	Acres Managed	% of U.S. Land Area
Bureau of Land Management	270,000,000	11.9
U.S. Forest Service	192,000,000	8.5
U.S. Fish and Wildlife Service	90,000,000	4
National Park Service	80,000,000	3.5
Corps	612,000,000	27.0
Total of all U.S. Public Lands	726,000,000	31.25
Total U.S.	2,322,787,000	100

Appendix 2

1998 Leadership Competencies

1998 LEADERSHIP COMPETENCIES

LEADING CHANGE

1. **Vision** - Takes a long-term view and acts as a catalyst for organizational change-, builds a shared vision with others. Influences others to translate vision into action.

2. **External Awareness** - Identifies and keeps up-to-date on key international policies and economic, political, and social trends that affect the organization. Understands near-term and long range plans and determines how to best be positioned to achieve a competitive business advantage in a global economy.

3. **Creativity and Innovation** - Develops new insights into situations and applies innovative solutions to make organizational improvements; creates a work environment that encourages creative thinking and innovation; designs and implements new or cutting-edge programs/ processes.

4. **Strategic Thinking** - Formulates effective strategies consistent with the business and competitive strategy of the organization in a global economy. Exam~ines policy issues and strategic planning with a long term perspective. Determines objectives and sets priorities; anticipates potepjjal threats or opportunities.

5. **Continual Learning** - Grasps the essence of new information; masters new technical and business knowledge; recognizes own strengths and weaknesses; pursues self-development; seeks feedback from others and opportunities to master new knowledge.

6. **Resilience** - Deals effectively with pressure; maintains focus and intensity and remains optimistic and persistent, even under adversity. Recovers quickly from setbacks. Effectively balances personal life and work.

7. **Flexibility** - Is open to change and new information; adapts behavior and work methods in response to new information, changing conditions, or unexpected obstacles. Adjusts rapidly to new situations warranting attention and resolution.

8. **Service Motivation** - Creates and sustains an organizational culture which permits others to provide the quality of service essential to high performance. Equips others with the tools and support they need to perform well. Shows a commitment to public service. Influences others toward a spirit of service and meaningful contributions.

LEADING PEOPLE

9. **Conflict Management** - Identifies and takes steps to prevent potential situations that could result in unpleasant confrontations. Manages and resolves conflicts, and disagreements in a positive and constructive manner to minimize negative impact.

10. **Cultural Awareness** - Initiates and manages cultural change

within the organization to impact organizational effectiveness. Values cultural diversity and other individual differences in the workforce. Ensures that the organizations build on these differences and that employees are treated in a fair and equitable manner.

11. Team Building - Inspires, motivates, and guides others toward goal accomplishments. Consistently develops and sustains cooperative working relationships. Encourages and facilitates cooperation within the organization and with customer groups; fosters commitment, team spirit, pride, trust. Develops leadership in others through coaching, mentoring, rewarding and guiding employees.

12. Integrity/Honesty - Instills mutual trust and confidence; creates a culture that fosters high standards of ethics; behaves in a fair and ethical manner toward others, and demonstrates a sense of corporate responsibility and commitment to public service.

13. Oral Communication - Makes clear and convincing oral presentations to individuals or groups; listens effectively and clarifies information as needed; facilitates an open exchange of ideas andfosters atmosphere of open communication.

14. Wriften Communication - Expressesfacts and ideas in writing in a clear, convincing and organized manner.

15. Influencing/Negotiating - Persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals; facilitates "win-win" situations.

16. Partnering - Develops networks and builds alliances, engages in cross-functional activities; collaborates across boundaries, and finds common ground with a widening range of stakeholders. Utilizes contacts to build and strengthen internal support bases.

17. Political Savvy - Identifies the internal and external politics that impact the work of the organization. Approaches each problem situation with a clear perception of organizational and political reality, recognizes the impact of alternative courses of action.

18. Interpersonal Skills - Considers and responds appropriately to the needs, feelings, and capabilities of different people in different situations; is tactful, compassionate and sensitive, and treats others with respect.

RESULTS DRIVEN

19. Accountability - Assures that effective controls are developed and maintained to ensure the integrity of the organization. Holds self and others accountable for rules and responsibilities. Can be relied upon to ensure that projects within areas of specific responsibility are completed in a timely manner and within budget. Monitors and evaluates plans, focuses on results and measuring attainment of outcomes.

20. **Problem Solving** - Identifies and analyzes problems; distinguishes between relevant and irrelevant information to make logical decisions; provides solutions to individual and organizational problems.

21. **Decisiveness** - Exercises good judgment by making sound and well-informed decisions; perceives the impact and implications of decisions: makes effective and timely decisions, even when data are limited or solutions produce unpleasant consequences; is proactive and achievement oriented.

22. **Customer Service** - Balancing interests of a variety of clients; readily readjusts priorities to respond to pressing and changing client demands. Anticipates and meets the need of clients; achieves quality end-products; is committed to continuous improvement of services.

23. **Entrepreneurship** - Identifies opportunities to develop and market new products and services within or outside of the organization. Is willing to take risks, initiates actions that involve a deliberate risk to achieve a recognized benefit or advantage.

24. **Technical Credibility** - Understands and appropriately applies procedures, requirements, regulations, and policies related to specialized expertise. Is able to make sound hiring and capital resource decisions and to address training and development needs. Understands linkages between administrative competencies and mission needs.

BUSINESS ACUMEN

25. **Financial Management** - Demonstrates broad understanding of principles of financial management and marketing expertise necessary to ensure appropriate funding levels. Prepares, justifies, and/or administers the budget for the program area; uses cost-benef it thinking to set priorities; monitors expenditures in support of programs and policies. Identifies cost-effective approaches. Manages procurement and contracting.

26. **Human Resources Management** - Assesses current and future staffing needs based on organizational goals and budget realitites. Using merit principles, ensures staff is appropriately selected, developed, utilized, appraised and rewarded, as well as takes corrective action.

27. **Technology Management** - Uses efficient and costeffective approaches to integrate technology into the workplace and improve program effectiveness. Develop strategies using new technology to enhance decision making. Understands the impact of technological changes on the organization.

Appendix 3

Knowledge Level Descriptions

Knowledge Level Descriptions

The 27 competencies included in the descriptions are divided into three knowledge levels:

Basic Knowledge

Has an elementary understanding of the concepts and tasks outlined in the competency; can do the work with assistance and close supervision.

Working Knowledge

Has a thorough understanding of the concepts and tasks outlined in the comptency; can do the work on his/her own with minimal assistance and supervision.

Advanced Knowledge

Is very accomplished and is recognized as an information source in that comptency; can teach and lead others in the competency.

Appendix 4

EXECUTIVE CORE QUALIFICATIONS

In 1997 the Office of Personnel Management (OPM) identified five Executive Core Qualifications (ECQs) to assess executive experience and potential. These ECQs are used by the Qualifications Review Boards to certify new career appointees to the SES. Successful performance in the SES requires competence in each ECQ.

1. **LEADING CHANGE** -- encompasses the ability to develop and implement an organizational vision which integrates key national and program goals, priorities, values, and other factors. Inherent to it is the ability to balance change and continuity -- to continually strive to improve customer service and program performance within the basic government framework, to create a work environment that encourages creative thinking, and to maintain focus, intensity and persistence, even under adversity.

2. **LEADING PEOPLE** -- involves the ability to design and implement strategies which maximize employee potential and foster high ethical standards in meeting the organization's vision, mission, and goals.

3. **RESULTS DRIVEN** -- stresses accountability and continuous improvement. It includes the ability to make timely and effective decisions and produce results through strategic planning and the implementation and evaluation of programs and policies.

4. **BUSINESS ACUMEN** -- involves the ability to acquire and administer human, financial, material and information resources in a manner which instill public trust and accomplishes the organization's mission, and to use new technology to enhance decision making.

5. **BUILDING COALITIONS/COMMUNICATION** -- involves the ability to explain, advocate and express facts and ideas in a convincing manner, and negotiate with individuals and groups internally and externally. It also involves the ability to develop an expansive professional network with other organizations, and to identify the internal and external politics that impact the work of the organization.

Appendix 5

External Programs Offered to Agency Employees by the USFS

United States Department of Agriculture
Forest Service
Washington Office
14th & Independence SW
P.O. Box 96090
Washington, DC 20090-6090

FILE COPY

File Code: 6140-1
Route To: 6100

Date: July 20, 1998

Subject: Combined Training Announcement - Fiscal Year 1999

To: Deputy Chiefs, Regional Foresters, Station Directors, Area Director, IITF Director, and WO Staff Directors

REPLY DUE AUGUST 21, 1998

Enclosed is the annual announcement of the fiscal year (FY) 1999 training courses, with a reply due date of **Friday, August 21, 1998**. **This announcement provides an opportunity for long-range planning in creating your individual development plans.** Our goal is to make better use of training resources and yield a better return on the investment of Forest Service funds. Please make sure **all** employees see this letter.

Each course listed describes the criteria, cost, application process, target audience, and grade eligibility of candidates. Determine the best candidates for each of these courses through career planning or needs assessment, diversity factors, budgets, and please include candidates that have not previously had the opportunity to compete. **Send your nominations to cto/wo by August 21, 1998.** All nominations must come through your respective Regional Office, Station Director's Office, Area Director's Office, or Deputy Chief Area. *LIST CANDIDATES IN PRIORITY ORDER* for each course. Please use the enclosed "Combined Training Nomination Form" to submit your nominations. All required information must be completed and a separate Combined Training Nomination Form must be completed for each course. Only completed forms will be considered. Nominations received after the reply due date will **NOT** be considered.

All selections including alternates are selected in priority order. Therefore, if a selected candidate cancels from the course an alternate will be selected from the prioritized alternate list.

The training officers for the Regions and Stations have copies of these announcements. Check with your training officer for details. These announcements will also be posted on the Human Resources Management, Corporate Training Office (CTO) web site, please visit the site. If you need additional information, contact Joe Rios, Human Resources Management, Corporate Training, at (703) 235-8102, extension 3093.

/s/ Steve Nelson

STEVE NELSON
Director of Human Resources Management

Enclosure(s)

cc:
HRM Training Officers
HRM, CT

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Printed on Recycled Paper

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* New Program

Note: Some tuitions and dates are approximate and are subject to change.

TITLE:	National War College
SPONSOR:	USDA-OP and National Defense University
LENGTH OF PROGRAM:	1 Year
AUDIENCE:	Grade 13 or above
PREREQUISITE:	B.A. Degree, Security Clearance
COST:	Travel, per diem, and salary to be paid by sending unit.
SCHEDULE:	August - June
APPLICATION PROCESS:	Invitation - This program is available only when a request for candidate(s) is received by USDA-OP from the National Defense University. Submit: 1. An SF-182 Training Form and; 2. A statement, not to exceed one page, by the nominee describing how the training will benefit the Agency and the relevance of the training to career goals.
PROGRAM DESCRIPTION:	Senior level course of study in national security policy and strategy to prepare Federal officials for high level policy, command, and staff responsibilities. Designed for a student body already highly experienced and successful in military and civilian professions devoted to the design and application of different facets of national security. The program is intended to broaden the student's understanding and operations of particular principles and concept they can apply as they progress in their chosen professions. Students completing the course are awarded a Master of Science degree in National Security Strategy.
CLASS SIZE:	Based on request for candidates from National Defense University.
WITHDRAWAL POLICY:	45 days cancellation notification to Agency Coordinator.
NOTES:	Must pass security clearance.
AGENCY COORDINATOR:	Guanda Veney-Fitch (703) 235-8102, ext. 3060 gfitch/wo or gfitch/wo@fs.fed.us

TITLE:	Industrial College of the Armed Forces
SPONSOR:	USDA-OP and National Defense University
LENGTH OF PROGRAM:	1 Year
AUDIENCE:	Grade 14 or above
PREREQUISITE:	B.A. Degree
COST:	Travel, per diem, and salary to be paid by sending unit.
SCHEDULE:	August - June
APPLICATION PROCESS:	Invitation - **This program is available only when a request for candidate(s) is received by USDA-OP from the National Defense University.** Submit: 1. An SF-182 Training Form and; 2. A statement, not to exceed one page, by the nominee describing how the training will benefit the Agency and the relevance of the training to career goals.
PROGRAM DESCRIPTION:	Designed for senior leadership and staff positions by conducting postgraduate, executive level courses of study, and associated research dealing with the resources component of national power, with emphasis on material acquisition and joint logistics, and their integration into national security strategy for peace and war. Students completing this course are awarded a Master of Science degree in National Resource Strategy.
CLASS SIZE:	Based on request for candidates from National Defense University.
WITHDRAWAL POLICY:	45 days cancellation notification to Agency Coordinator.
NOTES:	N/A
AGENCY COORDINATOR:	Guanda Veney-Fitch (703) 235-8102, ext. 3060 gfitch/wo or gfitch/wo@fs.fed.us

TITLE:

SPONSOR:

LENGTH OF PROGRAM:

AUDIENCE:

PREREQUISITE:

COST:

SCHEDULE:

APPLICATION PROCESS:

PROGRAM DESCRIPTION:

CLASS SIZE:

MILITARY/NAVAL POLICY:

NOTES:

AGENCY COORDINATOR:

TITLE:	Program for Senior Executive Fellows
SPONSOR:	John F. Kennedy School of Government, Harvard University
LENGTH OF PROGRAM:	8 weeks
AUDIENCE:	Grade 14/15 level, promising upper-level managers who have advanced rapidly into senior positions.
PREREQUISITE:	N/A
COST:	$12,000, plus travel, per diem, and salary to be paid by sending unit.
SCHEDULE:	March 15 - April 23, 1999, classes meet full time, Monday through Friday with occasional classes on Saturday.
APPLICATION PROCESS:	Nominations submitted by Regions, Stations, Area, and WO in priority order. Final selections made by Harvard. Submit: 1. An SF-182 Training Form and; 2. A statement, not to exceed one page, by the nominee describing how the training will benefit the Agency and the relevance of the training to career goals.
PROGRAM DESCRIPTION:	Designed for employees to gain a perspective on public policy and management, to strengthen managerial skills, to acquire insights into managerial practice, and to interact across agency and executive-legislative branch boundaries.
CLASS SIZE:	Open
WITHDRAWAL POLICY:	45 days or unit pay full tuition
NOTES:	
AGENCY COORDINATOR:	Jacqueline Myers (703) 235-8102, ext. 3121 jmyer/wo or jmyers/wo@fs.fed.us

TITLE:	Program for Senior Managers in Government
SPONSOR:	John F. Kennedy School of Government, Harvard University
LENGTH OF PROGRAM:	3 weeks
AUDIENCE:	Senior Executive Service Employees (SES)
PREREQUISITE:	N/A
COST:	$9,000, plus travel, per diem, and salary to be paid by sending unit.
SCHEDULE:	Mid July to Mid August, 1999, classes meet full time. Monday through Friday with occasional classes on Saturday.
APPLICATION PROCESS:	**Nominations submitted by Regions, Stations, Area, and WO in priority order.** **Final selections made by Harvard.** Submit: 1. An SF-182 Training Form and; 2. A statement, not to exceed one page, by the nominee describing how the training will benefit the Agency and the relevance of the training to career goals.
PROGRAM DESCRIPTION:	Designed for employees to gain a perspective on public policy and management, to strengthen managerial skills, to acquire insights into managerial practice, and to interact across agency and executive-legislative branch boundaries.
CLASS SIZE:	Open
WITHDRAWAL POLICY:	45 days or unit pay full tuition
NOTES:	
AGENCY COORDINATOR:	Jacqueline Myers (703) 235-8102, ext. 3121 jmyer/wo or jmyers/wo@fs.fed.us

TITLE:	Leadership for the New Millennium
SPONSOR:	USDA Forest Service
LENGTH OF PROGRAM:	1 week
AUDIENCE:	Grade 13 and above.
PREREQUISITE:	Management Policy Seminar
COST:	$2,000 (est.) plus travel, per diem. to be paid by sending unit.
SCHEDULE:	August/September
APPLICATION PROCESS:	Nominations submitted by regions. stations. area. and WO in priority order. Submit: 1. An SF-182 Training Form and; 2. A statement, not to exceed one page, by the nominee describing how the training will benefit the Agency and the relevance of the training to career goals.
PROGRAM DESCRIPTION:	Designed as an intensive introspective and interactive experience to understand leadership theories and concepts required to be a successful leader in a changing environment, to better understand and develop their personal style of leadership, to have an assessment of their leadership strengths and weaknesses to increase self-awareness, strategic planning, and understanding of group dynamics and develop leadership strategies for the future changing organization. Upon completion, participants will expand their ways of thinking about and engaging in agency issues with new leadership behaviors.
CLASS SIZE:	30
WITHDRAWAL POLICY:	45 days or unit pay full tuition
ALTERNATES:	Ten alternates selected in priority order. This group will serve as the course substitution pool as necessary. However. if a selectee cancels within the 45 days and an alternate cannot fill the slot, the unit will be assessed full tuition.
NOTES:	
AGENCY COORDINATOR:	Keith Namock (703) 235-8102, ext. 3095 knamock/wo or knamock/wo@fs.fed.us

TITLE:	Management Policy Seminar
SPONSOR:	USDA Forest Service
LENGTH OF PROGRAM:	2 weeks
AUDIENCE:	Grade 13 and above.
PREREQUISITE:	N/A
COST:	$1,250 plus travel. per diem, to be paid by sending unit.
SCHEDULE:	3 sessions (April. May and October)
APPLICATION PROCESS:	Nominations submitted by Regions, Stations, Area, and WO in priority order. Submit: 1. An SF-182 Training Form and; 2. A statement, not to exceed one page, by the nominee describing how the training will benefit the Agency and the relevance of the training to career goals.
PROGRAM DESCRIPTION:	Designed to provide managers with an understanding of how Forest Service policies are formulated and what their roles is in this process. The seminar helps participants to understand the functions and interrelations of the Executive, Legislative, and Judicial Branches of Government. Time is spent at Grey Towers for an immersion into the history of conservation exploring the historic role of Gifford Pinchot and tracing the history of the Forest Service.
CLASS SIZE:	40
WITHDRAWAL POLICY:	45 days or unit pay full tuition
ALTERNATES:	Ten alternates selected in priority order. This group will serve as the course substitution pool as necessary. However, if a selectee cancels within the 45 days and an alternate cannot fill the slot, the unit will be assessed full tuition.
NOTES:	
AGENCY COORDINATOR:	Joe Rios (703) 235-8102, ext. 3093 jrios/wo or jrios/wo@fs.fed.us

TITLE:	Leadership for a Democratic Society
SPONSOR:	USDA-OP, Federal Executive Institute
LENGTH OF PROGRAM:	4 weeks
AUDIENCE:	SESCDP participants, Senior Executive Service members, and Grade 15
PREREQUISITE:	N/A
COST:	$8,900 plus travel, per diem, to be paid by sending unit.
SCHEDULE:	Program 247 (1 slot) January 31 - February 26, 1999 Program 248 (2 slots) April 11 - May 7, 1999 Program 250 (2 slots) June 6 - July 2, 1999
APPLICATION PROCESS:	Nominations submitted by Regions, Stations, Area, and WO in priority order. Submit: 1. An SF-182 Training Form and; 2. A statement, not to exceed one page, by the nominee describing how the training will benefit the Agency and the relevance of the training to career goals.
PROGRAM DESCRIPTION:	Addresses the active leadership role expected of career senior managers and the democratic value and beliefs that underpin that leadership. The program features a 360 degree assessment, and optional wellness program, and executive learning projects which link learning with performance.
CLASS SIZE:	5 slots available
WITHDRAWAL POLICY:	60 days - due to prework requirement.
ALTERNATES:	Five alternates selected in priority order. This group will serve as the course substitution pool as necessary. However, if a selectee cancels within the 60 days and an alternate cannot fill the slot, the unit will be assessed full tuition.
NOTES:	5 selections for 1999
AGENCY COORDINATOR:	Jacqueline Myers (703) 235-8102, ext. 3121 jmyers/wo or jmyers/wo@fs.fed.us

TITLE:	LEGIS Fellows Program
SPONSOR:	The Brookings Institution
LENGTH OF PROGRAM:	7 months programs and 1 year programs
AUDIENCE:	Grade 13 and above
PREREQUISITE:	At least 2 years of Federal service in the Executive Branch.
COST:	$3,600 for 7 month program $5,000 for 1 year program Tuition, travel, and per diem paid by sending unit.
SCHEDULE:	January 1999 (1 year) **January 1999 (6 months Winter Session)** **May 1999 (6 months Spring Session)**
APPLICATION PROCESS:	Nominations submitted by Regions, Stations, Area, and WO in priority order. Final selections made by The Brookings Institute. All nomination packages should include: 1. Detailed resume, SF-171 or OF-612; 2. An SF-182 Training Form; 3. An assessment of the nominee's executive potential and need for this training by a supervisor; and 4. A statement by the nominee describing how the training will benefit the Agency and the relevance of the training to career goals.
PROGRAM DESCRIPTION:	This program provides Federal Executive Branch personnel with the opportunity to serve in assignments in the Legislative Branch. Fellows receive instruction and hands-on experience on Capitol Hill through training and development activities consisting of: an intensive, three-week orientation on the operations and organization of Congress, guidance and assistance in identifying an assignment in the Legislative Branch, a full-time assignment on the staff of a Member, committee, or support agency of Congress in Washington, D. C., regularly scheduled instructional seminars throughout the work assignment on Capitol Hill.
CLASS SIZE:	Open
WITHDRAWAL POLICY:	Fifteen percent of tuition up to start of program, after the start of program full tuition will be assessed.
ALTERNATES:	Four alternates selected in priority order. This group will serve as the course substitution pool as necessary. However, if a selectee cancels within the 60 days and an alternate cannot fill the slot, the unit will be assessed full tuition.
NOTES:	Incomplete nomination packages will not be considered.
AGENCY COORDINATOR:	Arlene Fields (703) 235-8102, ext. 3124 afields/wo or afields/wo@fs.fed.us

TITLE:	The Excellence in Government Fellows Program
SPONSOR:	The Council for Excellence in Government
LENGTH OF PROGRAM:	1 year
AUDIENCE:	Grade 13 and above
PREREQUISITE:	N/A
COST:	$6,500 plus travel, per diem, and salary paid by sending unit.
SCHEDULE:	August 1999-2000
APPLICATION PROCESS:	**Nominations submitted by Regions, Stations, Area, and WO in priority order.** Final selections made by The Council for Excellence in Government. Obtain the following forms from the Agency Coordinator. 1. The Fellows Application, highlighting the candidate's career achievements, discussing the candidate's commitment to being a leader in the Federal government and outlining the candidate's Proposal of Results to be achieved over the Fellows year. 2. The Nominator's Statement, supporting the candidate's participation in the program, assessing the expected value to the individual and to the Federal government as a result of the candidate's participation, and including the Agency's charge to work on a specific issue, project or goal during the Fellows year. 3. Submit: An SF-182 Training Form; and 4. A statement, not to exceed one page, by the nominee describing how the training will benefit the Agency and the relevance of the training to career goals.
PROGRAM DESCRIPTION:	The program encourages participants to challenge old ways of doing business and look for new and innovative ways to lead and get result. Through a series of interactive learning activities, the Fellows explore ways to: Create a shared sense of organizational mission; Communicate a clear, powerful vision; and take action that leads to measurable results.
CLASS SIZE:	Open
WITHDRAWAL POLICY:	90 days, full tuition charged after start date.
ALTERNATES:	
NOTES:	The Nominator's Statement must be completed by a member of the Senior Executive Service who has personal knowledge of the candidate's abilities and who will serve as the Fellow's "sponsor" during the program year. Sponsors agree to help fellows develop action plans for achieving results and evaluate progress towards achieving those results. Sponsors will be invited to take part in selected events over the course of the Fellows year.
AGENCY COORDINATOR:	Arlene Fields (703) 235-8102, ext. 3124 afields/wo or afields/wo@fs.fed.us

TITLE:	Commerce Science and Technology Fellowship (ComSci Program)
SPONSOR:	U.S. Department of Commerce -Technology Administration
LENGTH OF PROGRAM:	10 Months
AUDIENCE:	Grade 13 and above
PREREQUISITE:	N/A
COST:	$4,800 plus travel, per diem, and salary paid by sending unit.
SCHEDULE:	September 1, 1999 - June 30, 2000
APPLICATION PROCESS:	**Nominations submitted by Regions, Stations, Area, and WO in priority order.** Final selections made by the U.S. Department of Commerce Science and Technology Fellowship (ComSci) Program. 1. An SF-171, OF-612 or a detailed resume; 2. A brief narrative (not more than two pages) describing why you are applying for the ComSci Program, how your experience and abilities qualify you for the ComSci Program, and what you hope to gain from this experience should you be selected. Also, list five specific offices or areas of interest which you would like to pursue for your ComSci assignment; 3. ComSci Program Nomination form (obtain this form from the Agency Coordinator). This form must be filled out and signed by the Agency Head or designated official; and 4. An SF-182 Training Form
PROGRAM DESCRIPTION:	Provide senior level executive branch employees (professional and management series) with an opportunity to study national and international issues relating to the development, application, and management of science and technology. The ComSci Program provides hands on learning experience for participants, and increases their understanding of: a) technolgoy innovation as a source of national and international economic growth; b) the relationship of science and technology to Government policies on economics, trade, education and fiscal matters; c) the organization of scientific and technological activities in the Federal Government; and c) the technical activities which exist in other executive, legislative and judicial agencies of the government, thereby motivating and encouraging the development of cooperative endeavors and programs.
CLASS SIZE:	Open
WITHDRAWAL POLICY:	45 days cancellation notification to Agency Coordinator
ALTERNATES:	
NOTES:	Incomplete nomination packages will not be considered.
AGENCY COORDINATOR:	Guanda Veney-Fitch (703) 235-8102, ext. 3060 gfitch/wo or gfitch/wo@fs.fed.us

TITLE:	Executive Potential Program
SPONSOR:	USDA Graduate School
LENGTH OF PROGRAM:	1 year
AUDIENCE:	Grade 13/14 who have demonstrated significant managerial or executive potential. Participants may be entry level managers with limited formal managerial training or be expected to assume responsibility for programmatic or policy leadership in their departments or agencies.
PREREQUISITE:	N/A.
COST:	$4,900 plus travel, per diem, and salary paid by home sending unit.
SCHEDULE:	February - February
APPLICATION PROCESS:	Nominations submitted by Regions, Stations, Area, and WO in priority order. Final selections made by USDA Graduate School. All nomination packages must include: 1. Current OF-612, SF-171 or detailed resume with information normally found on the cover page of the OF-612; 2. Brief supervisory narrative evaluation of current performance and duties (1 page); 3. Assessment of potential for supervisory or managerial assignments (1 page); 4. List of formal training courses taken in the past 5 years; and 5. An SF-182 Training Form; and 6. A statement, not to exceed one page, by the nominee describing how the training will benefit the Agency and the relevance of the training to career goals.
PROGRAM DESCRIPTION:	Provides a foundation of management training and appropriate development experiences to individuals in preparation for higher level management or executive positions.
CLASS SIZE:	Open
WITHDRAWAL POLICY:	90 days, $1,000 processing fee for withdrawal prior to orientation. Full tuition fee will apply for withdrawals after orientation.
ALTERNATES:	
NOTES:	Incomplete nomination packages will not be considered
AGENCY COORDINATOR:	Shirley Anglin (703) 235-8102, ext. 3098 sanglin/wo or sanglin/wo@fs.fed.us

TITLE:

SPONSOR:

LENGTH OF PROGRAM:

ADMISSION:

PREREQUISITE:

COST:

SCHEDULE:

APPLICATION PROCESS:

PROGRAM DESCRIPTION:

CLASS SIZE:

WITHDRAWAL POLICY:

ALTERNATES:

NOTES:

AGENCY COORDINATOR:

TITLE:	Women's Executive Leadership Program
SPONSOR:	USDA Graduate School
LENGTH OF PROGRAM:	1 year
AUDIENCE:	Grade 11/12 (women and men), non-supervisory and new supervisor with less than 1 year's supervisory experience during their Federal careers.
PREREQUISITE:	N/A.
COST:	$3,650 plus travel, per diem, and salary paid by sending unit.
SCHEDULE:	July - July
APPLICATION PROCESS:	**Nominations submitted by Regions, Stations, Area, and WO in priority order.** Final selections made by USDA Graduate School. All nomination packages should include: 1. Current OF-612 (signed and dated by applicant with the participant's current home address: Program information is mailed to home address) or detailed resume with information normally found on the cover page of the OF-612; 2. A statement written the supervisor, assessing the nominee's potential for supervisory or managerial responsibilities (1 page); and 3. The name, title, agency mailing address, and work telephone number for the first-line supervisor, agency nominating official, and Agency Coordinator; 4. An SF-182 Training Form; and 5. A statement, not to exceed one page, by the nominee describing how the training will benefit the Agency and the relevance of the training to career goals.
PROGRAM DESCRIPTION:	Provides supervisory/managerial training and development opportunities for high-potential Federal employees to prepare them for future positions as supervisors and managers. The program is tailored to the participant's own developmental needs, focusing on the Leadership Effectiveness Framework competencies characteristics needed to become a successful supervisor or manager.
CLASS SIZE:	Open
WITHDRAWAL POLICY:	60 days, $900 processing fee for withdrawal prior to orientation. Full tuition fee will apply for withdrawals after orientation.
ALTERNATES:	
NOTES:	Incomplete nomination packages will not be considered
AGENCY COORDINATOR:	Shirley Anglin (703) 235-8102, ext. 3098 sanglin/wo or sanglin/wo@fs.fed.us

TITLE:	New Leader Program
SPONSOR:	USDA Graduate School
LENGTH OF PROGRAM:	6 months
AUDIENCE:	Grade 7-11 who are potential leaders, first line supervisors, team leaders, project leaders, and members of self directed work teams.
PREREQUISITE:	N/A.
COST:	$2,000 plus travel, per diem, and salary paid by sending unit.
SCHEDULE:	January - June **May - October**
APPLICATION PROCESS:	Nominations submitted by Regions, Stations, Area, and WO in priority order. Final selections made by USDA Graduate School. 1. A detailed resume or SF-171 (include home information); 2. The name, title, agency mailing address, and work telephonenumber for Agency Coordinator; 3. An SF-182 Training Form; 4. A statement, not to exceed one page, by the nominee describing how the training will benefit the Agency and the relevance of the training to career goals.
PROGRAM DESCRIPTION:	The program provides a solid training and development foundation of team leadership skills, enhanced by appropriate agency developmental experiences. The program will focus on the following nine basic competencies: leadership, problem solving, self-direction, flexibility, interpersonal skills, decisiveness, written communication, oral communication, and technical competence.
CLASS SIZE:	Open
WITHDRAWAL POLICY:	45 days, $400 processing fee for withdrawal prior to orientation. Full tuition fee will apply for withdrawals after orientation.
ALTERNATES:	
NOTES:	Incomplete nomination packages will not be considered
AGENCY COORDINATOR:	Keith Namock (703) 235-8102, ext. 3095 knamock/wo or knamock/wo@fs.fed.us

TITLE:	Aspiring Leader Program
SPONSOR:	USDA Graduate School
LENGTH OF PROGRAM:	6 months
AUDIENCE:	Grade 5-7
PREREQUISITE:	N/A.
COST:	$1.995 plus travel, per diem, and salary paid by sending unit.
SCHEDULE:	Program I, January 3 - July 16 Program II, May 2 - October 22
APPLICATION PROCESS:	**Nominations submitted by Regions, Stations, Area, and WO in priority order. Final selections made by USDA Graduate School.** 1. A written statement from the first-line supervisor assessing the candidate's potential for successfully participating in the Aspiring Leader Program. 2. OF-612, SF-171, or resume, signed and dated by the applicant (include home address, information will be mailed directly to your home); 3. The name, title, agency mailing address, and work telephone number for the candidate's first-line supervisor, Agency Nominating Official, and Agency Coordinator; 4. An SF-182 Training Form; and 5. A statement, not to exceed one page, by the nominee describing how the training will benefit the Agency and the relevance of the training to career goals.
PROGRAM DESCRIPTION:	The program strengthens basic competencies including oral communication, written communication, problem solving, leadership, interpersonal skills, self-direction, flexibility, decisiveness, and technical competence. Participants acquire skills they need to work well in a team environment. Three five-day residential seminars. Each seminar includes a daily classroom schedule and some evening sessions which allow intensive study, learning, and professional development. Participants will be able to tailor the program to fit their developmental needs). This program involves self-study, a 30-day developmental assignment, a 1-week shadowing assignment, management interviews, and management readings.
CLASS SIZE:	Open
WITHDRAWAL POLICY:	45 days, $400 processing fee for withdrawal 3-weeks prior to orientation. Full tuition fee will apply for withdrawals after orientation.
ALTERNATES:	
NOTES:	Incomplete and fax nomination packages will not be considered.
AGENCY COORDINATOR:	Joe Rios (703) 235-8102, ext. 3093 jrios/wo or jrios/wo@fs.fed.us

TITLE:	The USDA Congressional Fellowship Program *(Formerly Elmer D. Ball Congressional Fellowship Program)*
SPONSOR:	USDA Graduate School
LENGTH OF PROGRAM:	7 months and 1 year programs
AUDIENCE:	Grade 13-15
PREREQUISITE:	At least two years of Federal service in the Executive Branch.
COST:	$2. 900 7 month program $4,300 1 year program Travel. per diem, and salary paid by sending unit.
SCHEDULE:	**January 1999 (1 year session)** **January 1999 (6 months winter session)** June 1999 (6 months spring session)
APPLICATION PROCESS:	Nominations submitted by Regions, Stations, Area, and WO in priority order. Final selections made by USDA Graduate School. 1. A detailed resume, SF-171 or OF-612; 2. A cover letter from the applicant describing the special skills and talents that represent their strongest professional competencies, and a statement describing how the fellowship will benefit them and their agency; 3. A writing sample, preferably a report or in-depth letter; 4. A cover letter from the applicant's supervisor or agency Executive Board assessing their executive potential and need for this training/developmental experience; and 5. An SF-182 Training Form
PROGRAM DESCRIPTION:	This program is designed for senior-level Federal Executive Branch personnel who would like hands-on understanding of legislative issues and congressional culture which can only come from working with Congress. The employee will work in a congressional office or with committee staff to develop legislative issues that provide an in-depth understanding of the operations and the specialized terminology of the hill.
CLASS SIZE:	Open
WITHDRAWAL POLICY:	Fifteen percent of tuition up to start of program, after the start of program full tuition will be assessed.
ALTERNATES:	
NOTES:	A graduate credit option is open to Fellows who hold a college degree from an accredited college or university and successfully complete the program. At completion of their fellowship they may apply for a block of credit (at a minimum, 4 credit hours) towards a Masters of Public Administration degree from the University of Southern California's DC Campus.
AGENCY COORDINATOR:	Arlene Fields (703) 235-8102. ext. 3124 afields/wo or afields/wo@fs.fed.us
TITLE:	The Corporate Environmental Leadership Seminar

TITLE:

SPONSOR:

LENGTH OF PROGRAM:

AUDIENCE:

PREREQUISITE:

COST:

SCHEDULE:

APPLICATION PROCESS:

PROGRAM DESCRIPTION:

CLASS SIZE:

WITHDRAWAL POLICY:

ALTERNATES:

NOTES:

AGENCY COORDINATOR:

TITLE:

SPONSOR:	Yale School of Forestry and Environmental Studies
LENGTH OF PROGRAM:	2 weeks
AUDIENCE:	Grade 13 and above
PREREQUISITE:	N/A
COST:	$4,500 plus travel, per diem, and salary paid by sending unit.
SCHEDULE:	First two-weeks in June
APPLICATION PROCESS:	Nominations submitted by Regions, Stations, Area, and WO in priority order. Final selections made by Yale. **Submit:** 1. An SF-182 Training Form; and 2. A statement, not to exceed one page, by the nominee describing how the training will benefit the Agency and the relevance of the training to career goals.
PROGRAM DESCRIPTION:	Provides an expert assessment of both current environmental conditions and emerging issues, nationally and internationally. It includes a review of basic disciplines important for environmental management, as well as an opportunity to link ideas offered in the seminar with issues raised in each participant's work place.
CLASS SIZE:	2
WITHDRAWAL POLICY: **ALTERNATES:**	30 days or unit pays tuition
NOTES:	
AGENCY COORDINATOR:	Jacqueline Myers (703) 235-8102, ext. 3121 jmyers/wo or jmyers/wo@fs.fed.us

SPONSOR:

LENGTH OF PROGRAM:

AUDIENCE:

PREREQUISITE:

COST:

SCHEDULE:

APPLICATION PROCESS:

PROGRAM DESCRIPTION:

CLASS SIZE:

WITHDRAWAL POLICY:
ALTERNATES:

NOTES:

AGENCY COORDINATOR:

Appendix 6

Sampling of Management Training Courses Offered by the NCTC (FY 1999)

Title	*Duration/ Location*	*OPM Leadership Competencies*	*Cost to Non-FWS Employees*
Congressional Testimony: Preparing and Delivering	Two Days/ Washington, D.C.	Political Savvy; Oral Communication	$400
Decision Making and the 'Implications Wheel'	One Day/N/A	Decisiveness; Conflict Management; External Awareness; Strategic Thinking	N/A
Effective Budgeting for Supervisors and Managers	Three Days/ N/A	Financial Management	$550
Leadership Effectiveness Inventory and MBTI[8]	One Day/ Various (Regional Offices)	Continual Learning	$150
Leadership Through Influence	Two Days/ Various	Customer Service; Flexibility; Influencing/Negotiating; Interpersonal Skills	$300
Managing Difficult People	Two Days/ Various	Interpersonal Skills; Conflict Management; Continual Learning	$300
Supervision: Managing Performance and Conduct	Four Days/ Various	Human Resource Management; Service Motivation; Accountability; Cultural Awareness; Problem Solving	$650

[8]The Meyers-Briggs Type Indicator (MBTI) identifies personal preferences and explores how they play a role in both leadership styles and the development of leadership skills.

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Sampling of Management Training Courses Offered by the NCTC (FY 1999)

Title	Duration/ Location	OPM Leadership Competencies	Cost to Non-FWS Employees
Congressional Testimony: Preparing and Delivering	Two Days/ Washington, D.C.	Political Savvy; Oral Communication	$400
Decision Making and the "Implications Wheel"	One Day/NCTC	Decisiveness; Conflict Management; External Awareness; Strategic Thinking	N/A
Effective Budgeting for Supervisors and Managers	Three Days/ NCTC	Financial Management	$350
Leadership Effectiveness Inventory and MBTI®	One Day/ Various (Regional Offices)	Continual Learning	$150
Leadership Through Initiative	Two Days/ Various	Customer Service; Flexibility; Influencing/Negotiating; Interpersonal Skills	$200
Managing Difficult People	Two Days/ Various	Interpersonal Skills; Conflict Management; Continual Learning	$200
Supervisor Managing Performance and Conduct	Four Days/ Various	Human Resource Management; Service Motivation; Accountability; Cultural Awareness; Problem Solving	$850

"The Myers-Briggs Type Indicator (MBTI) identifies personal preferences and explores how they play a role in both leadership styles and the development of leadership skills

Appendix 7

Partial List of Contacts and Interviewees

Bureau of Land Management
Kit Muller
Special Assistant to the Secretary
BLM
(202) 208-5922

Marilyn Johnson
Director
Bert Clay
BLM Training Center
(602) 906-5500

Larry Hamilton
BLM, MT State Director
(406) 255-2904

Dr. Jahari Rashad
BLM
Policy Training and Development
(202) 208-6551

Department of Interior
Allen Naranjo
Asst. Director
SES Candidate Development Program
(202) 208-7618

US Fish and Wildlife Service
Rick Lemmon
Director, National Conservation Training Center
(304) 876-7263

Glenn Kenser
Leadership Training Coordinator
NCTC
(304) 876-7472

Joe Piehuta
Training Officer
(703) 358-2519

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Partial List of Contacts and Interviewees

Bureau of Land Management
Kit Muller
Special Assistant to the Secretary
BLM
(202) 208-5922

Marilyn Jabusen
Director
Fort Clay
BLM Training Center
(802) 908-5501

Larry Hamilton
BLM, MT State Director
(406) 255-2904

Dr. Jabari Enabed
BLM
Policy Training and Development
(202) 208-6521

Department of Interior
Allen Nareslo
Asst. Director
SBS Credibility Development Program
(202) 208-7618

US Fish and Wildlife Service
Rick Lemppa
Director, National Conservation Training Center
(304) 876-7263

Glenn Keener
Leadership Training Coordinator
NCTC
(304) 876-7472

Joe Pickens
Training Officer
(202) 358-2519

Federal Executive Institute
Dale Fruchtnich
Training Manager
(804) 980-6221

Gary Webber
Program Coordinator
FEI Alumni Association
(703) 406-0573

National Park Service
John Tyler
Director of Training and Development Program - Policy division
(202) 501-8915

Ed Carlin
Director
Albright Training Center
(Natural Resource Training Council Representative)
(520) 638-7989

Bob Karotko
NPS
Training Officer
Albright Training Center
(520) 638-7988

Jim Bellamy
Leadership Training Manager
Albright Training Center
(520) 638-7983

Lucia Bragan
(202) 501-8917

US Department of Agriculture Graduate School
Andy Boesel
SES Candidate Development
(202) 314-3596

Norm Riggins
Executive Potential Program
(GS 13-14)
202-314-3589

Ed Willett
Elmer D. Ball Congressional Fellowship
(GS 13-15)
202-314-3594

Jim Huske
Coordinates Leadership Development for GS 9-11
(202) 314-3593

United States Forest Service
Keith Namack
Human Resources Management
Corporate Training Office
(703) 235-8102 x3095

Jacque Myers
Director
Corporate Training Office
(703) 235-8102 x3121

Shirley Anglin
Coordinator of FS participation in USDA Grad School Programs
(703) 235-8102

Other contacts
Johanna Wald
Director, Public Lands Program
NRDC San Francisco
(415) 777-0220

Dr. Peter Zimmerman
Director
Executive Development Program
John F. Kennedy School of Government
Harvard University